

Clallam Transit System

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TRANSIT DEVELOPMENT PLAN Public Hearing Notice

The Transit Development Plan (TDP) is Clallam Transit System's (CTS) annual update as required by Washington State RCW Section 35.58.2795, Public Transportation Systems — Six-Year Transit Plans. This report provides summary information for 2017, as well as projected changes for 2018 through 2023. The TDP details CTS's current service, infrastructure, equipment, and financial outlook, and provides a five-year forecast of the planned service development, capital investments, and budget assumptions.

The Clallam Transit System Board will hold a public hearing to receive testimony on the draft 2018 TDP on **Monday, August 27, 2018, at 1:00 p.m. at the CTS Administration Building, located at 830 West Lauridsen Boulevard, Port Angeles, Washington, 98363.**

Copies of the draft TDP will be available for public inspection beginning on July 24, 2018, at the CTS Administration Building, or by visiting www.clallamtransit.com. Written comments may be sent to CTS via email at info@clallamtransit.com or by regular post to the address noted above, on or before August 17, 2018.

The 2018 Transit Development Plan is in draft form until adopted by the Clallam Transit System Board. The final draft plan will be presented to the Board for acceptance and approval at the August 27, 2018, Clallam Transit System Board meeting.

CTS assures nondiscrimination in accordance with Title VI of the Civil Rights Act of 1964. For more information, see www.clallamtransit.com. Upon request, alternative formats of this information will be produced for people who are disabled. The meeting facility is wheelchair accessible. For other accommodations, please call 360-452-4511 at least 48 hours in advance.



Clallam Transit System

DRAFT 7/13/18

2017 - 2023 Transit Development Plan

Date of Public Hearing: August 27, 2018

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Invitation to Our Public

This document describes our past year's accomplishments and current planning regarding the near future of Clallam Transit System. You are invited to attend the public hearing at the August 27, 2018, Board meeting at the Clallam Transit System headquarters in Port Angeles to provide input in person, or if you prefer send us your thoughts in writing, or via e-mail at info@clallamtransit.com. Deadline for written testimony prior to the public hearing is August 17. After the public hearing and review by the Board, the document will be submitted to the Washington State Department of Transportation. The opportunity to share your thoughts are welcomed throughout the year, including the annual budget workshop. As this document continues to be updated and evolve throughout the ensuing five-year period, you are welcome to attend any Board meeting or contact us at any time. We look forward to your feedback.

CLALLAM TRANSIT SYSTEM BOARD**Clallam County**

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Merle E. (Ed) Stanard

MANAGEMENT TEAM**General Manager**

Kevin E. Gallacci

Operations & Planning Manager

Steve Hopkins

Maintenance Manager

Mike Oliver

Administrative Services Manager

Gina Monger

Finance Manager

Dunyele Mason

Clallam Transit complies with all federal requirements under Title VI and grants all people equal access to its transportation services. It is the policy of Clallam Transit System to assure that no person shall, on the grounds of race, color or national origin, as provided by Title VI of the Civil Rights Act of 1964, be excluded from participation in, be denied the benefits of, or otherwise be discriminated against under any of its federally funded programs and activities. Any person who believes his or her Title VI protection has been violated may file a complaint with Clallam Transit System at 830 West Lauridsen Boulevard, Port Angeles, Washington 98363.

Plan Development Message

The Transit Development Plan (TDP) serves several important functions. It conveys to the public, our riders and other public agencies Clallam Transit Service's operational, financial and asset management plan. The TDP shows activities from the prior year and the current year to provide context to the plan and shows information for the next five years to communicate future direction.

The TDP is created as part of the a public process and the plan is re-evaluated each year. Management starts with the prior year plan, evaluates it in context of all that is happened since the prior plan was adopted, evaluates new conditions and information and then prepares a new, DRAFT TDP for CTS Board and public input. A public hearing for this draft and public input gathered as described in the "Invitation to the Public" listed above. The additional input is then considered and incorporated into the final TDP which is to be adopted by the CTS Board by August 31 of each year.

In brief overview, the 2017-2023 TDP is consistent with the past plans. Due to financial constraints, CTS will endeavor to maintain existing service levels as long as possible. The Operating Financial Forecast (Forecast) as shown on page 18 indicates current service levels may not be sustainable over all of the next five years. However, this is a long-term forecast and several changes may occur in the future to affect this Forecast. As adequate resources are projected to be available for 2018 and 2019, no significant service levels are included for 2018 or 2019. Financial condition will be carefully monitored to evaluate actual activity as compared to the Forecast.

Given the financial constraints of most funding coming from competitive grants which must be secured each year (or two years) and a fixed sales tax rate, management has few options or control over the revenue sources. CTS uses competitive pricing and preventive maintenance practices to help contain growing costs over supplies and contract services. Maintaining an excellent safety record is another way CTS contains cost. Approximately 82% of the CTS workforce is represented by the Amalgamated Transit Union Local 587 and the rest are non-represented. The union contract runs for three years. The existing contract expired December 31, 2017 and a new contract is being currently negotiated.

Clallam Transit System (CTS) in general provides an opportunity for the public to reduce greenhouse gases by choosing transit over the use of personal autos within Clallam County and beyond. In addition to this, CTS is committed to choose practical and economical alternative fueled vehicles that are determined to be affordable without compromising or risking the reliability of the services expected by the public. The overall benefit of adhering to an established vehicle replacement schedule reduces emissions, sustains reliability, enhances safety, and stabilizes operating costs.

Under RCW 43.325.080 public owned vehicles are required to the extent practicable; to procure electric or biofuel powered vehicles when replacing vehicles after June 1, 2018. CTS's ability to replace rolling stock that is due for replacement, based upon the established Useful Life Criteria (ULB) for each specific category, is greatly depended upon CTS's ability to secure grant funding assistance to offset the capital cost vehicles.

During the development of the 2017-2023 TDP Transit Development Plan (TDP), CTS will seek funding to replace older higher emission buses with cleaner more efficient heavy-duty diesel

coaches to meet alternative fuel requirements through the use of biofuels. In 2018 CTS has requested grant funding to replace 10 heavy duty buses. If CTS is unsuccessful in securing capital funding, staff shall make recommendation as to procuring refurbished vehicles or extend the life of its existing assets. As technology advances, ranges increase, costs reduce, and funding becomes available, CTS shall plan and prepare for the implementation of infrastructure to support electric buses over the next several years. Procurements of lighter duty and support vehicles shall be evaluated as well for replacing with alternative fuel vehicles as practicable and depended upon available funding.

Kevin E. Gallacci
General Manager

Section 1: Organization History & Structure

The Clallam County Public Transportation Benefit Area (PTBA) was formed on July 24, 1979. Voters in Clallam County approved the collection of a sales tax not

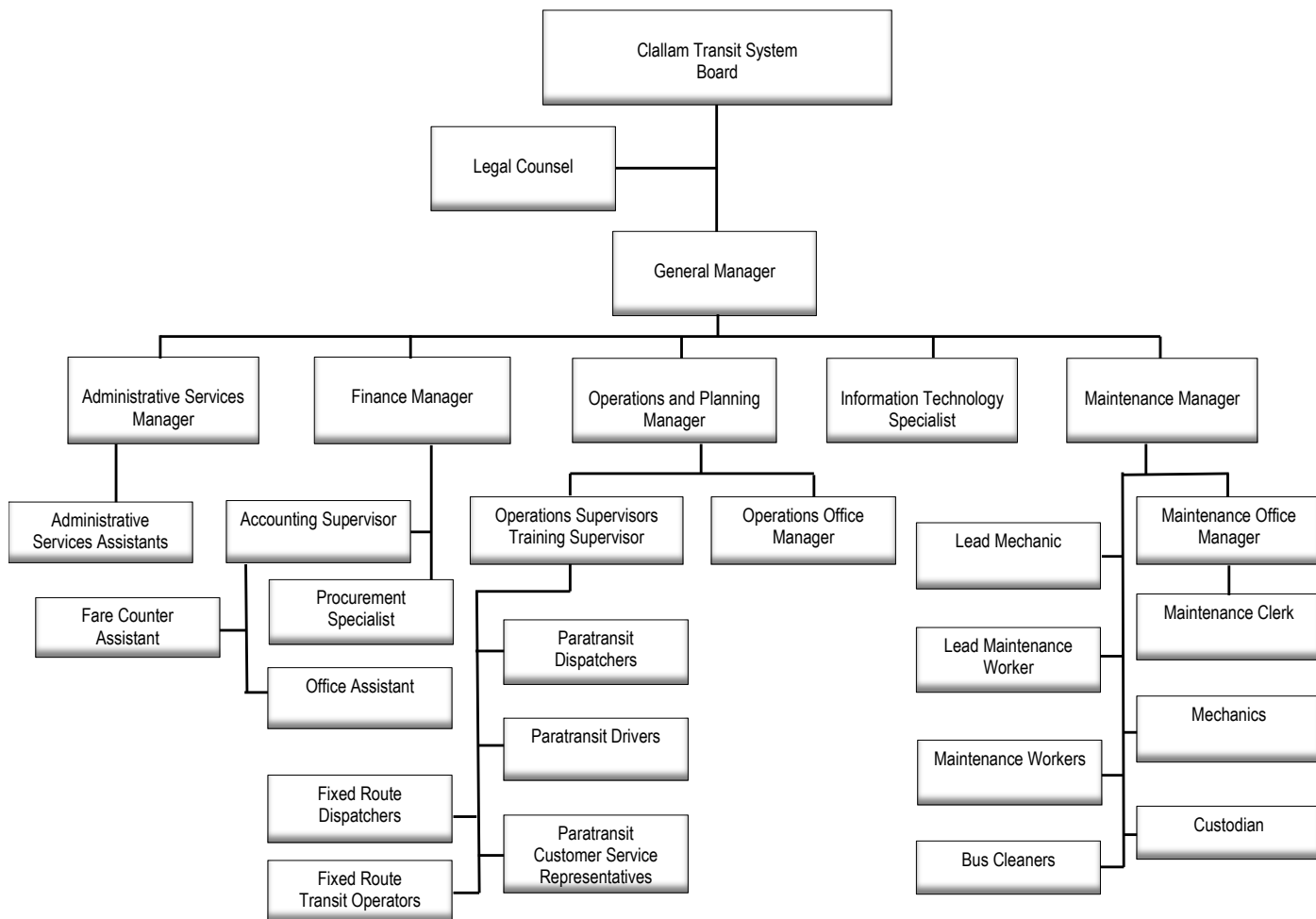
to exceed 0.3 percent of one cent to fund service in the PTBA. Through 1999 this local sales tax revenue was matched by revenues generated from the state motor vehicle excise tax (MVET). On April 25, 2000, Clallam County voters approved the collection of an additional 0.3 percent of one cent to replace revenue lost by the elimination of the MVET, thus providing a stable revenue stream to pay for public transportation services. The Board authorized the collection of this additional 0.3 percent local sales and use tax beginning January 1, 2001.

CTS began operations in October of 1980. The agency started service with a fleet of twelve 22-passenger vehicles operating on ten routes. One year later, in 1981, paratransit operations began through contracted arrangements with local private transportation companies. Over the past 35 years of service, CTS has experienced incremental changes in fleet size, operational characteristics, and service area. In 1984 the west end of the county was annexed into the PTBA. In April 2011, CTS absorbed the day-to-day operations of the county's public specialized paratransit service to persons who have difficulty using the regular fixed route public transit service due to disability or age.

CTS is organized into three departmental areas: Operations, Maintenance, and Administration. The General Manager is the chief operating official supported by the Finance Manager and the Administrative Services Manager. Legal counsel is contracted externally and is responsive to the General Manager and the Board. The Board composition consists of two elected representatives from the three incorporated municipalities of Port Angeles, Sequim, and Forks, two County Commissioners, and one non-voting Amalgamated Transit Union (ATU), Local 587, representative.

Board meetings are planned to be held on the third Monday of each month at 1:00 p.m., except for the months of January and February, when the third Monday falls on a holiday, in which case the meeting is scheduled on the fourth Monday. Location of the Board meetings rotates between Forks, Sequim, and Port Angeles.

Clallam Transit System organization chart as of June 30, 2018:



Personnel Summary Counts

	FTE	Positions
Administration	9.38	10.00
Operations	67.56	85.00
Maintenance	16.70	18.00
Total	93.64	113.00

Section 2: Physical Plant

CTS has administrative and operations offices at 830 West Lauridsen Boulevard, Port Angeles, Washington. The maintenance facility is located in a separate building on the property. A multi-use transportation center and a light maintenance facility (leased from the Quillayute Valley School District) are located in Forks. CTS has a multi-use transportation facility in Sequim used by CTS, Jefferson Transit Authority, and the City of Sequim, as well as the multi-use Gateway Transit Center in Port Angeles, served by local and regional services provided by CTS and WSDOT's Dungeness Line.

CTS maintains over 160 bus stops, including the following 61 with passenger waiting shelters.

City of Forks

Calawah Way @ Elk Creek Dr (EB)
Calawah Way @ King Ln (EB)
Forks Ave @ Tillicum Ln (NB)
Forks Ave @ S 900 Block (SB)
Forks Transit Center
Maple St @ Division St (NB)
5th Ave @ Bogachiel Way (SB)

City of Port Angeles

C St @ 9th St (SB)
Caroline St @ Olympic Medical Center (WB)
Cherry St @ 8th St (NB)
Gateway Transit Center (6 shelters)
Lauridsen Blvd @ Ennis St (EB)
Lauridsen Blvd @ Laurel St (WB)
Lincoln St @ 4th St (SB – 2 shelters)
Lincoln St @ 9th St (SB)
Peabody St @ Park St (NB)
Peabody St @ 7th St (NB)
Peninsula College Parking Lot
Port Angeles Library Parking Lot
1st St @ Chambers St (EB)
1st St @ Ennis St (EB)
1st St @ Eunice St (EB)
1st St @ Penn St (EB)
1st St @ Vine St (EB)
4th St @ Clallam County Courthouse (WB)
8th St @ B St (EB)
8th St @ G St (EB)
18th St @ M St (EB)
18th St @ N St (WB)
US 101 @ Del Guzzi (EB)

Park and Ride Lots

Transfer Centers

City of Sequim

Blake Ave @ S 100 Block (NB)
Sequim Transit Center (2 shelters)
Sunnyside Ave @ Prairie St (NB)
Washington St @ Brackett Rd (WB)
Washington St @ Priest Rd (EB & WB)
Washington St @ W 600 Block (EB)
Washington St @ 9th Ave (WB)

Unincorporated Clallam County

Deer Park Rest Area
Laird's Corner Park & Ride
Sappho Park & Ride
SR 112 @ Joyce-Piedmont Rd (EB)
SR 112 @ Loggers Ln (EB)
US 101 @ Barr Rd (EB & WB)
US 101 @ Blue Mountain Rd (EB)
US 101 @ Carlsborg Rd (WB)
US 101 @ Dryke Rd (WB)
US 101 @ Fairmount Ave (WB)
US 101 @ Hooker Rd (EB)
US 101 @ Jamestown Tribal Center (EB & WB)
US 101 @ Kirk Rd (EB)
US 101 @ Kitchen-Dick Rd (WB)
US 101 @ Larch Rd (WB)
US 101 @ Mill Rd (WB)
US 101 @ Monroe Rd (EB)
US 101 @ Mt. Pleasant Rd (EB)
US 101 @ O'Brien Rd (EB)
US 101 @ Old Olympic Highway (WB)
US 101 @ Pierson Rd (EB)
US 101 @ Pioneer Rd (WB)
US 101 @ SR 113 (EB)
US 101 @ W Lake Pleasant Rd (EB)

Deer Park Rest Stop (Clallam County)
Forks Transit Center and Rest Stop
Laird's Corner (US 101 @ Laird Road)
Port Angeles Gateway Transit Center
Sappho (US 101 at SR 113)
Sequim Transit Center
SR 112 @ Peters Rd (WSDOT)
Forks Transit Center and Rest Stop

(551 S. Forks Ave., Forks)
Port Angeles Gateway Transit Center
(123 E. Front St., Port Angeles)
Sequim Transit Center
(190 W. Cedar St., Sequim)

Section 3: Service Characteristics

CTS provides fixed-route, paratransit, Dial-a-Ride, and vanpool services throughout Clallam County.

Fixed-route service is provided by 14 routes on weekdays between 5:13 a.m. and 10:12 p.m., by 11 routes on Saturdays between 7:00 a.m. and 8:59 p.m., and on one route on Sundays between 3:15 p.m. and 8:10 p.m. These routes link all the cities, unincorporated areas, and tribal nations in Clallam County. Route 123 (The Strait Shot) is a commuter bus service connecting Port Angeles and Sequim with Poulsbo and the Bainbridge Island Ferry Terminal in Kitsap County. The system map in Appendix B shows the extent of the service area.

CTS provides wheelchair accessible, origin-to-destination paratransit service with assistance for elderly and disabled persons who cannot use the fixed-route service. Within $\frac{3}{4}$ -mile of fixed routes, service is provided for the same fare as a comparable fixed-route trip. In other areas of Clallam County, paratransit service can be arranged in advance based on a fee for each mile beyond the $\frac{3}{4}$ -mile fADA paratransit boundary.

Dial-a-ride service is provided to the general public in the Dungeness Valley area, specifically north of Highway 101, east of the junction with Old Olympic Highway and west of Blake Avenue in Sequim.

24 vanpool groups operate seven days a week and currently depart from Port Angeles and Forks to the Clallam Bay and Olympic (in Jefferson County) Corrections Centers, Coast Guard stations at La Push and Neah Bay, and to various employers in Clallam and Jefferson Counties participating in the West End Job Lift Program operated by Olympic Community Action Programs (OlyCAP). Each vanpool group sets its own schedule and pays a monthly mileage fee to cover the cost of operating and maintaining the vehicle and drivers' safety training which is supplied and supported by Clallam Transit.

Ridership for the twelve months ending December 31, 2017:

Fixed-route boardings	705,249
Demand-response boardings	62,823
Vanpool boardings	90,553

Effective January 1, 2012, Clallam Transit's fare structure is as follows:

	<u>Base Fare</u>	<u>Premium Fare*</u>
Fixed-route: adult (age 20 - 64 years)	\$ 1.00	\$ 1.50
Fixed-route: senior, youth and disabled	\$ 0.50	\$ 1.00
Fixed-route: under 6 years	Free	
Paratransit: within ¾-mile of fixed routes	\$ 1.00	\$ 1.50
Paratransit: each additional mile or fraction thereof	\$ 3.75	
Dial-A-Ride surcharge	\$ 1.00	
Day pass	\$ 3.00	
Fixed-route: Monthly Pass - adult	\$36.00	\$54.00
Fixed-route: Monthly Pass - senior, youth or disabled	\$18.00	\$36.00
Fixed-route: Summer Pass - youth	\$20.00	

*Premium fares are collected on Routes 14 and 30

Effective June 17, 2017, Clallam Transit's fare structure for Route 123 is as follows:

Fixed-route: adult (age 20 - 64 years)	\$10.00
Fixed-route: senior, youth and disabled	\$ 5.00
Fixed-route: Current Monthly Pass Holders	\$ 5.00
Fixed-route: Current Peninsula College Pass Holders	\$ 5.00

In addition, under contract with CTS, Peninsula College (PC) provides the quarterly equivalent of the premium bus pass to students who are enrolled in a credit-earning class. The authorized student ID card is honored by both CTS and JTA which links all the PC campuses. CTS also occasionally provides special service for community events that are declined by private charter services.

Section 4: Service Connections

CTS connects with Jefferson Transit Authority (JTA) at the Sequim Transit Center for service to eastern Jefferson County and at the Forks Transportation Center and Rest Stop for service to western Jefferson County. CTS contributes annually to JTA's Olympic Connector service between Forks and Amanda Park. CTS also links with JTA paratransit trips when they can be integrated into CTS's fixed-route system.

Beginning June 17, 2017, CTS implemented service from Port Angeles via Sequim to Bainbridge Island located within Kitsap County. This regional express service makes this connection twice per day Monday through Saturday and once on Sunday. This route completes travel east of Port Angeles and allows travellers enhanced access to and from the Seattle area. Connections with other transit agencies may be made at Discovery Bay (JTA), North Viking Transit Center (JTA and Kitsap Transit), SR 305 and Suquamish Way (KT), and Bainbridge Island Ferry Terminal (KT and Washington State Ferries).

CTS coordinates service with vicinity Tribal Nation transportation planners to have connections with Makah Transit in Neah Bay, Quileute Community Shuttle (Forks and La Push), Lower Elwha Transit in Port Angeles, and with Jamestown S'Klallam for contracted service to Blyn and the Jamestown Campus.

Service is provided to all of the major employment centers and public middle and high schools in CTS's service area, as well as to Peninsula Community College campus and satellite facilities in Port Angeles, Sequim, and Forks.

CTS operates service to seven park-and-ride lots: US101 at Deer Park Rest Stop, US112 at Peters Road, US101 at Laird's Corner, US101 at Sappho, the Sequim Transit Center, the Gateway Transit Center, and the Forks Transit Center.

Route maps are provided in Appendix B.

Section 5: Significant Activities Completed in 2017

Reflecting CTS's strategy to conduct on-going staffing analyses as well as a review of operational needs to identify position needs, the following positions were added or upgraded:

Procurement Specialist (upgraded from Admin Assistant)
Accounting Supervisor (added)
Information Technology Specialist (added)

Additionally the following management positions were successfully filled:

General Manager
Maintenance Manager

Other 2017 activities, some of which were listed in the prior year's Transit Development Plan, were completed as follows:

2017	Preservation	Improvement
Services	Sustained service levels. Adjusted current routes to improve connections and useability.	Added Strait Shot Service serving Bainbridge Island. Added early morning / late evening service to Routes 24 & 26. Filled morning service gaps in Route 30 service. Added mid-morning trip to Route 10. Added Saturday midday trip to Route 15. Rebranded paratransit fleet to "Clallam Connect" Implemented smart phone application to allow for electronic fares.
Facilities	Begin in-ground vehicle lift replacement.	Added bike lockers to Gateway, Forks and Deer Park Added solar lighting to shelters.
Equipment	Replaced 3 vanpool vans. Replaced 10 paratransit buses – propane. Replaced 1 service/support vehicle. Upgraded main system computer server. Updated Maintenance AC unit. Replaced fuel data management system.	Added leak detection equipment to shop.

Section 6: Action Strategies

CTS aspires to align itself with the Washington State Transportation Policy Goals and Objectives, RCW 47.04.280, which are as follows:

1) Preservation

To maintain, preserve and extend the life and utility of prior investments in transportation systems and services.

Clallam Transit System (CTS) maintains and extends the useful life of all vehicles and equipment in accordance with warranties, manufacturers' recommendations and industry standards. Facilities and components within the facilities are routinely inspected and maintained to achieve the best possible life span and most desirable appearance incorporating predictive and preventive maintenance principles. Assets are maintained in accordance with the CTS Asset Management Plan.

2) Safety

To continuously improve upon safety and security of our customers and the entire system.

CTS responsibly adheres to WSTIP best practices for safety and training and relies on security systems on buses and facilities to reduce risk. This year CTS is committing to an increased emphasis on cyber security by adding an Information Technology position and working with WSTIP to identify areas of vulnerability.

3) Mobility

To improve upon and/or expand local and regional transportation choices to include the efforts and planning of multiple partners.

CTS coordinates planning with Jefferson Transit Authority, Makah Transit, Quileute Transit, Lower Elwha S'Klallam Transit, Jamestown S'Klallam Tribe, Washington State Department of Transportation, and Kitsap Transit to promote regional connections both east and west.

4) Environmental

To enhance Washington's quality of life through transportation investments that promote energy conservation, enhance healthy communities and protect the environment.

CTS is committed to reducing its carbon footprint and lowering its dependence on fossil fuel when practicable by gradually replacing equipment with lower emissions, increased fuel economy when possible, alternative fuel such as propane, biodiesel, hybrid or electricity with every intent to continue to provide efficient service sustaining dependability and reliability.

5) Stewardship

To continuously improve the quality, effectiveness, and efficiency of the transportation system.

CTS is aware of increasing costs in personnel benefits, fuel, paratransit revenue miles and vehicle replacement. CTS is looking for all ways to contain or reduce other

costs without reducing quality to offset costs out of CTS's control. This is demonstrated by cooperative agreements with the college and other service providers, dial a ride services and interlining routes and constant re-evaluation of route connections to gain the most consistent ridership.

In support of RCW 47.04.280 CTS strategies for the ensuing five years build upon the accomplishments of the 2017 and 2018 activities. The following strategies are also reflected in the next five years planning:

- 1) Update the CTS comprehensive plan based on broad public outreach.
- 2) Continue partnerships with the WSDOT, Clallam County, City of Port Angeles and Olympic National Park/Western Federal Lands (FHWA) to complete public works projects.
- 3) Continue to work with local agencies to evaluate and improve multi-modal transportation and assist with gaps in transportation as well as groups such as the Bicycle Advisory Committee and the Governor's Committee – Community Transportation to support a variety of transportation choices.
- 4) Utilize hiring practices which attract long-term employees who are conscientious of public safety and professional courtesy.
- 5) Conduct on-going staffing analyses as well as a review of operational needs to identify position needs, including a review of the allocations of existing positions and the establishment of new positions.
- 6) Implement cost effective energy conservation projects intended to reduce operating and maintenance costs.
- 7) Prepare for and implement new rules for state and federal laws as well as mandated policies in a timely manner.
- 8) Seek additional grant funds pledging more than the required minimum match for vehicle replacements to increase the likelihood of obtaining grant awards.
- 9) Each year, set aside into reserves the annual amount per asset management plans and replacement schedules. Fund revenue vehicle match at higher than minimum to improve chances of getting grant awards in a competitive environment.
- 10) Invest in an annual computer replacement program in the operating budget to provide for computer replacements on a five year schedule and annual updates to the Microsoft Office suite tools.
- 11) Maintain and update technological financial, administrative, maintenance and planning systems to provide a consistent, reliable, relevant and cost effective information.
- 12) Maintain operation financial flexibility by acquiring capital assets only when fully funded and to not incur debt.

Section 7: Summary of Planned Activities

YEAR	PRESERVATION	IMPROVEMENT
2018		
Services	Sustain service levels.	Implement new non-profit pass program. Implement new Forks & Sequim circulator routes. Improve headways on Routes 15 and 16 Implement phone app fare collection to provide non-cash payment option.
Vehicles	Replace 4 vanpool vans. Replace 1 service vehicle. Replace 5 paratransit buses - propane.	Add public charging stations in conjunction with ONP. Add tire carousel to reduce footprint of storage area. Install second propane pump station and fuel management system.
Facilities & Equip	Replace settled concrete at CTS Main Facility north of maintenance building. Install second propane fuel tank Replace Maintenance Lift Reseal asphalt at CTS employee parking lot.	Work with ONP and PA to develop urban bus stops on Race Street.
2019		
Services	Sustain service levels. Revise snow plan and emergency management response plan.	Update CTS Comprehensive plan. Restructure Port Angeles routes to eliminate loops and provide service on East 8th Street. Evaluate possible future expansion of Strait Shot service. Restructure Sequim and East County routes to improve efficiency.
Vehicles	Replace 3 service vehicles Replace 4 vanpool vans.	
Facilities & Equip	Fund % share of PenComm radio upgrade Add 2 bus shelters at Barnes Creek Seal and stripe Forks TC parking lot	Partner with ONP to install improved bus pullouts and add 2 shelters at Barnes Creek location. Start planning for electric charging infrastructure.
2020		
Services	Sustain service levels.	Continue to refine rural connections and enhance commuter routes.
Equipment	Replace 10 fixed route buses. Replace 5 paratransit busses - propane. Replace 6 vanpool vans.	
Facilities & Equip	Replace settled concrete at CTS Main Rebuild generator Replace 3 variable speed drives Paint exterior of CTS main building and maintenance building.	
2021		
Services	Sustain service levels.	Continue to refine service routes to balance increased ridership and inclusive service levels.
Vehicles	Replace 1 fixed route bus. Replace 6 vanpool vans.	
Facilities & Equip	Replace vacuum system - M3641 Replace carpet in CTS main building	

YEAR	PRESERVATION	IMPROVEMENT
2022		
Services	Sustain service levels.	Continue to refine service routes to balance increased ridership and inclusive service levels.
Vehicles	Replace 6 fixed route busses. Replace 5 vanpool vans.	
Facilities & Equip	Paint maintenance building interior	
2023		
Services	Sustain service levels.	Continue to refine service routes to balance increased ridership and inclusive service levels.
Vehicles	Replace 6 vanpool vans. Replace 3 service vehicles.	
Facilities & Equip	Paint exterior Forks Transit Center Plan upgrade for underground fuel tank replacement Replace alignment-Hunter M190	

CTS = Clallam Transit Main Facility
 GTC = Gateway Transit Center
 FTC = Forks Transit Center
 STC = Sequim Transit Center

Section 8: Capital Improvement Plan & Capital Reserves

VEHICLES

Fixed Route Vehicles

Year	Make	Mileage 12/31/17	SGR/ Cond.	Fuel Type	Recom. ULB	ULB rep. year	Current Year Cost	CTS Match %	Purch / Into Service 2018	Purch / Into Service 2019	Purch / Into Service 2020	Purch / Into Service 2021	Purch / Into Service 2022	Purch / Into Service 2023
2006	Gillig/35' LF	369,929	Y/3.9	diesel	500K/12yr	2018	\$485,000	25%	-	-	485,000	-	-	-
2006	Gillig/35' LF	387,578	Y/3.9	diesel	500K/12yr	2018	\$485,000	25%	-	-	485,000	-	-	-
2006	Gillig/35' LF	391,505	Y/3.9	diesel	500K/12yr	2018	\$485,000	25%	-	-	485,000	-	-	-
2007	Gillig/40' LF	420,134	Y/4.0	diesel	500K/12yr	2019	\$505,000	25%	-	-	505,000	-	-	-
2008	Gillig/40' LF	449,206	Y/4.0	diesel	500K/12yr	2020	\$505,000	25%	-	-	505,000	-	-	-
2008	Gillig/40' LF	386,589	Y/4.0	diesel	500K/12yr	2020	\$505,000	25%	-	-	505,000	-	-	-
2008	Gillig/40' LF	438,952	Y/4.0	diesel	500K/12yr	2020	\$505,000	25%	-	-	505,000	-	-	-
2009	Gillig/35' LF	436,885	Y/3.8	diesel	500K/12yr	2021	\$485,000	20%	-	-	-	499,550	-	-
2012	Chevy/Arboc	124,865	Y/3.8	diesel	225K/8yr	2020	\$180,000	20%	-	-	-	-	180,000	-
2012	Chevy/Arboc	106,577	Y/3.8	diesel	225K/8yr	2020	\$180,000	20%	-	-	-	-	180,000	-
2012	Chevy/Arboc	131,682	Y/3.8	diesel	225K/8yr	2020	\$180,000	20%	-	-	-	-	180,000	-
2012	Chevy/Arboc	114,658	Y/3.8	propane	225K/8yr	2020	\$180,000	20%	-	-	-	-	180,000	-
2012	Chevy/Arboc	114,960	Y/3.8	propane	225K/8yr	2020	\$180,000	20%	-	-	-	-	180,000	-
2012	Chevy/Arboc	124,274	Y/3.8	propane	225K/8yr	2020	\$180,000	20%	-	-	-	-	180,000	-
2011	Champ 35'	217,828	Y/3.2	diesel	250K/9yr	2018	\$485,000	20%	-	-	485,000	-	-	-
2011	Champ 35'	214,758	N/1.9	diesel	250K/9yr	2018	\$485,000	20%	-	-	485,000	-	-	-
2004	Gillig/40' LF S	710,963	N/3.8	diesel	500K/12yr	2018	\$505,000	20%	-	-	505,000	-	-	-

Total Purchase Cost	-	-	4,950,000	499,550	1,080,000	-
Est Consolidated Grant Request	-	-	(3,786,250)	(399,640)	(864,000)	-
Est CTS Match	-	-	1,163,750	99,910	216,000	-
Beginning Reserve	1,255,000	1,752,790	1,975,666	1,034,791	1,157,756	1,164,631
Add to Reserves	497,790	222,875	222,875	222,875	222,875	222,875
Less CTS Purch Match	-	-	(1,163,750)	(99,910)	(216,000)	-
Ending Reserves	1,752,790	1,975,666	1,034,791	1,157,756	1,164,631	1,387,506

Paratransit Vehicles

Year	Make	Mileage 12/31/17	SGR/ Cond.	Fuel Type	Recom. ULB	ULB Year	ULB rep. year	Calc TDP Repl Year	Replace Cost	CTS Match %	Purch / Into Service 2018	Purch / Into Service 2019	Purch / Into Service 2020	Purch / Into Service 2021	Purch / Into Service 2022	Purch / Into Service 2023
2010	Chv/Arboc Hyb	94,106	Y/3.8	diesel	225K/8yr	2018	2019	2020	\$110,000	20%	-	-	110,000	-	-	-
2012	Chevy/Arboc	158,480	Y/4.6	diesel	225K/8yr	2020	2020	2020	\$110,000	20%	-	-	110,000	-	-	-
2012	Chevy/Arboc	161,988	Y/4.6	diesel	225K/8yr	2020	2020	2020	\$110,000	20%	-	-	110,000	-	-	-
2012	Chevy/Arboc	156,825	Y/4.6	diesel	225K/8yr	2020	2020	2020	\$110,000	20%	-	-	110,000	-	-	-
2012	Chevy/Arboc	159,001	Y/4.6	diesel	225K/8yr	2020	2020	2020	\$110,000	20%	-	-	110,000	-	-	-

Total Purchase Cost	420,000	-	550,000	-	-	-
GCB 2697 STE 17-19	(419,574)	-	-	-	-	-
Est Special Needs Grant	-	-	(440,000)	-	-	-
Est CTS Cost	426	-	110,000	-	-	-
Beginning Reserve	-	166,791	216,346	155,901	205,456	255,011
Add to Reserves	167,217	49,555	49,555	49,555	49,555	49,555
Less CTS Purch Match	(426)	-	(110,000)	-	-	-
Ending Reserves	166,791	216,346	155,901	205,456	255,011	304,566

Vanpool Vehicles

year	make	mileage	*SGR/ Cond.	fuel type	CTS Recom. ULB	ULB Year	Cost	CTS Match (\$19,175 Grant)	Purch / Into Service 2018	Purch / Into Service 2019	Purch / Into Service 2020	Purch / Into Service 2021	Purch / Into Service 2022	Purch / Into Service 2023
2008	Ford	138,740	N/3.2	unlead	150K/6yr	2014	\$33,000	\$13,825	33,000					
2009	GMC	113,738	N/3.2	unlead	150K/6yr	2015	\$33,000	\$13,825	33,000					
2010	Chevy	178,590	N/3.2	unlead	150K/6yr	2016	\$34,000	\$14,825	34,000					
2010	Chevy	152,464	N/3.2	unlead	150K/6yr	2016	\$34,000	\$14,825	34,000					
2013	FORD Pro	140,581	Y/4.0	propane	150K/6yr	2019	\$36,000	\$16,825	-	36,000	-	-	-	-
2013	FORD Pro	71,850	Y/4.0	propane	150K/6yr	2019	\$36,000	\$16,825	-	36,000	-	-	-	-
2013	FORD Pro	104,775	Y/4.0	propane	150K/6yr	2019	\$36,000	\$16,825	-	36,000	-	-	-	-
2013	FORD Pro	146,939	Y/4.0	propane	150K/6yr	2019	\$36,000	\$16,825	-	36,000	-	-	-	-
2012	FORD	18,427	Y/3.8	unlead	150K/6yr	2018	\$36,000	\$16,825	-	-	36,000	-	-	-
2013	FORD Pro	103,769	Y/4.0	propane	150K/6yr	2019	\$36,000	\$16,825	-	-	36,000	-	-	-
2013	FORD Pro	112,449	Y/4.0	propane	150K/6yr	2019	\$36,000	\$16,825	-	-	36,000	-	-	-
2013	FORD Pro	86,350	Y/4.0	propane	150K/6yr	2019	\$36,000	\$16,825	-	-	36,000	-	-	-
2013	FORD Pro	109,664	Y/4.0	propane	150K/6yr	2019	\$36,000	\$16,825	-	-	36,000	-	-	-
2013	FORD Pro	84,538	Y/4.0	propane	150K/6yr	2019	\$36,000	\$16,825	-	-	36,000	-	-	-
2013	FORD Pro	59,503	Y/4.0	propane	150K/6yr	2019	\$49,000	\$29,825	-	-	-	49,000	-	-
2013	FORD Pro	50,743	Y/4.0	propane	150K/6yr	2019	\$49,000	\$29,825	-	-	-	49,000	-	-
2014	FORD Pro	114,748	Y/4.2	propane	150K/6yr	2020	\$49,000	\$29,825	-	-	-	49,000	-	-
2014	FORD Pro	116,355	Y/4.2	propane	150K/6yr	2020	\$49,000	\$29,825	-	-	-	49,000	-	-
2014	FORD Pro	103,131	Y/4.2	propane	150K/6yr	2020	\$50,000	\$30,825	-	-	-	50,000	-	-
2015	Chevy	51,521	Y/4.6	unlead	150K/6yr	2021	\$39,000	\$19,825	-	-	-	-	39,000	-
2015	Chevy	56,457	Y/4.6	unlead	150K/6yr	2021	\$39,000	\$19,825	-	-	-	-	39,000	-
2015	Chevy	63,424	Y/4.6	unlead	150K/6yr	2021	\$39,000	\$19,825	-	-	-	-	39,000	-
2015	Chevy	57,248	Y/4.6	unlead	150K/6yr	2021	\$39,000	\$19,825	-	-	-	-	39,000	-
2015	Chevy	38,634	Y/4.6	unlead	150K/6yr	2021	\$39,000	\$19,825	-	-	-	-	39,000	-
2016	Ford Transit	6,361	Y/4.3	unlead	150K/6yr	2022	\$40,000	\$20,825	-	-	-	-	-	40,000
2016	Ford Transit	23,383	Y/4.3	unlead	150K/6yr	2022	\$40,000	\$20,825	-	-	-	-	-	40,000
2017	Chevy	2923	Y/5.0	Propane	150K/6yr	2023	\$49,000	\$29,825	-	-	-	-	-	49,000
2017	Chevy	3031	Y/5.0	Propane	150K/6yr	2023	\$49,000	\$29,825	-	-	-	-	-	49,000
2017	Chevy	1486	Y/5.0	Propane	150K/6yr	2023	\$49,000	\$29,825	-	-	-	-	-	49,000
2017	Chevy	3804	Y/5.0	Propane	150K/6yr	2023	\$49,000	\$29,825	-	-	-	-	-	49,000

Total Purchase Cost	134,000	144,000	216,000	246,000	195,000	276,000
GCB 2802	(76,279)					
Est State VIP Grant Request		(76,700)	(115,050)	(95,875)	(95,875)	(115,050)
Est CTS Cost	57,721	67,300	100,950	150,125	99,125	160,950
Beginning Reserve	175,707	440,678	477,678	481,029	435,204	440,379
Add to Reserves	322,692	104,300	104,300	104,300	104,300	104,300
Less CTS Purch Match	(57,721)	(67,300)	(100,950)	(150,125)	(99,125)	(160,950)
Ending Reserves	440,678	477,678	481,029	435,204	440,379	383,730

Support Vehicles

Year	Make	Mileage	SGR/ Cond.	Fuel Type	CTS Recom. ULB	ULB Year	TDP Repl Year	Replace Cost	CTS Match %	Into Service 2018	Into Service 2019	Into Service 2020	Into Service 2021	Into Service 2022	Into Service 2023
2006	Toyota/Prius	101,979	N/3.8	unlead/hyb	150K/8yr	2016	2018	\$28,700	2%	28,687					
2001	Ford/ F-450	63,005	Y/4.0	diesel	150K/18yr	2018	2019	\$75,000	0%	-	75,000	-	-	-	-
2008	Toyota/Prius	114,838	N/3.8	unlead/hyb	150K/8yr	2016	2019	\$30,000	0%	-	30,000	-	-	-	-
2008	Toyota/Prius	115,492	N/3.8	unlead/hyb	150K/8yr	2016	2019	\$30,000	0%	-	30,000	-	-	-	-
2015	GM 1500 4w d	20,206	Y/4.0	unlead	150K/8yr	2023	2023	\$40,000	0%	-	-	-	-	-	40,000
2015	GM 1500 4w d	30,229	Y/4.0	unlead	150K/8yr	2023	2023	\$40,000	0%	-	-	-	-	-	40,000
2015	GM 1500 4w d	33,083	Y/4.0	unlead	150K/8yr	2023	2023	\$40,000	0%	-	-	-	-	-	40,000

Total Purchase Cost	28,687	135,000	-	-	-	120,000
CDBG 2697 STE 17-19	(28,109)					
Est STE Funding Request		(135,000)				(120,000)
Est CTS Cost	578	-	-	-	-	-
Beginning Reserve	-	44,333	45,388	46,442	47,497	48,552
Add to Reserves	44,911	1,055	1,055	1,055	1,055	1,055
Less CTS Purch Match	(578)					
Ending Reserves	44,333	45,388	46,442	47,497	48,552	49,606

FACILITIES & EQUIPMENT

(Greater than \$20,000)

Facilities & Technology

Acq Year	Facility	Reserved Capital (>\$20K)	SGR/ Condition 2018	Est Life	Replace Year	Cost	CTS Match %	2018	2019	2020	2021	2022	2023
1995	CTS Grounds	Concrete Patch Repair #1, Bus Lot	3.8	23	2018	85,000	11%	85,000					
1995	Shop Equip	Lift - Bay # 3 - M5640	5.0	23	2018	85,600	2%	85,600					
2018	CTS Grounds	Add Second Propane Tank & Pump			2018	50,000	100%	50,000					
2019	Shelter	Add Barnes Creek (2 Decorative)			2019	20,000	100%	-	20,000	-	-	-	-
2019	Technology	% share of PennComm Radio Upgrade			2019	35,000	0%	-	35,000				
2003	Technology	Seon Camera Software (27 Vehicles)	4.0	15	2019	45,000	0%	-	45,000	-	-	-	-
2007	Forks Station	Seal asphalt parking lot (Reimb to City)	4.0	12	2019	25,000	0%	-	25,000	-	-	-	-
1995	CTS Grounds	Concrete Patch Repair #2, Bus Lot	3.8	27	2020	25,000	0%	-	-	25,000	-	-	-
1995	Shop Equip	Energy generator rebuild. - M222	5.0	25	2020	20,000	0%	-	-	20,000	-	-	-
2005	Admin/Ops Bldg	Variable Speed Drive x 3	4.0	15	2020	21,000	0%	-	-	21,000	-	-	-
2005	Admin/Ops Bldg	Paint building, ext.	4.0	15	2020	20,000	0%	-	-	20,000	-	-	-
2005	Maint Bldg	Paint building, ext.	4.0	15	2020	20,000	0%	-	-	20,000	-	-	-
1995	Shop Equip	Vacuum system - M3641 (2 units)	4.0	26	2021	25,000	0%	-	-	-	25,000	-	-
2008	Admin/Ops Bldg	Carpet	4.0	13	2021	30,993	0%	-	-	-	30,993	-	-
1995	Maint Bldg	Paint building, interior	4.5	27	2022	35,000	0%	-	-	-	-	35,000	-
2013	Forks Station	Forks TC - Paint building, ext.	4.0	10	2023	30,000	0%	-	-	-	-	-	30,000
2008	Shop Equip	Alignment - Hunter M190	4.0	15	2023	32,000	0%	-	-	-	-	-	32,000
Total Purchase Cost								220,600	125,000	106,000	55,993	35,000	62,000
STE 2017-2018								(170,600)					
Future STE Grant Request									(105,000)	(106,000)	(55,993)	(35,000)	(62,000)
Est CTS Cost								50,000	20,000	-	-	-	-
Beginning Reserve								1,472,352	1,472,352	1,472,352	1,500,000	1,500,000	1,500,000
Add to Reserves								50,000	20,000	27,648			
Less CTS Purch Match								(50,000)	(20,000)	-	-	-	-
Ending Reserves								1,472,352	1,472,352	1,500,000	1,500,000	1,500,000	1,500,000

Section 9: Operating Financial Forecast

OPERATING BUDGET FORECAST

	Actual 2017	Budget 2018	Revised 2018	2019 Budget	2020 Forecast	2021 Forecast	2022 Forecast	2023 Forecast
Fares	959,816	1,022,100	1,016,383	1,030,000	1,033,478	1,036,972	1,040,485	1,044,015
Sales Tax	7,617,135	7,345,600	7,771,766	8,102,671	8,397,251	8,649,168	8,908,644	9,175,903
Grants	877,227	921,100	913,431	914,900	914,900	914,900	914,900	914,900
Other	140,490	131,000	281,295	226,550	227,500	228,460	229,429	230,407
Total Revenues	9,594,668	9,419,800	9,982,875	10,274,121	10,573,128	10,829,500	11,093,457	11,365,225
Wages	4,278,914	4,552,999	4,742,176	4,962,778	5,106,267	5,310,682	5,493,607	5,668,830
Benefits	2,369,433	2,373,101	2,616,141	2,735,263	2,845,451	2,961,376	3,077,589	3,185,091
Supplies	939,775	1,171,000	1,053,261	1,171,899	1,206,973	1,235,496	1,264,739	1,294,722
Services	974,682	1,009,200	985,876	1,048,720	1,069,694	1,091,088	1,112,910	1,135,168
Small Capital (5K-20K)	8,756	10,000	-	14,000	50,000	81,700	85,000	78,000
To Capital Reserves	520,000	-	262,610	377,785	377,785	377,785	377,785	377,785
Total Expenditures	9,091,559	9,116,300	9,660,064	10,310,445	10,656,170	11,058,127	11,411,630	11,739,596
Total Net Revenues								
Less Expenditures	503,109	303,500	322,811	(36,324)	(83,042)	(228,627)	(318,173)	(374,371)
OPERATING RESERVE								
Beginning Reserve	3,928,204	4,431,313	4,431,313	4,754,124	4,717,800	4,634,758	4,406,132	4,087,959
Revenues	9,594,668	9,419,800	9,982,875	10,274,121	10,573,128	10,829,500	11,093,457	11,365,225
Expenditures	(9,091,559)	(9,116,300)	(9,660,064)	(10,310,445)	(10,656,170)	(11,058,127)	(11,411,630)	(11,739,596)
Ending Reserve	4,431,313	4,734,813	4,754,124	4,717,800	4,634,758	4,406,132	4,087,959	3,713,588

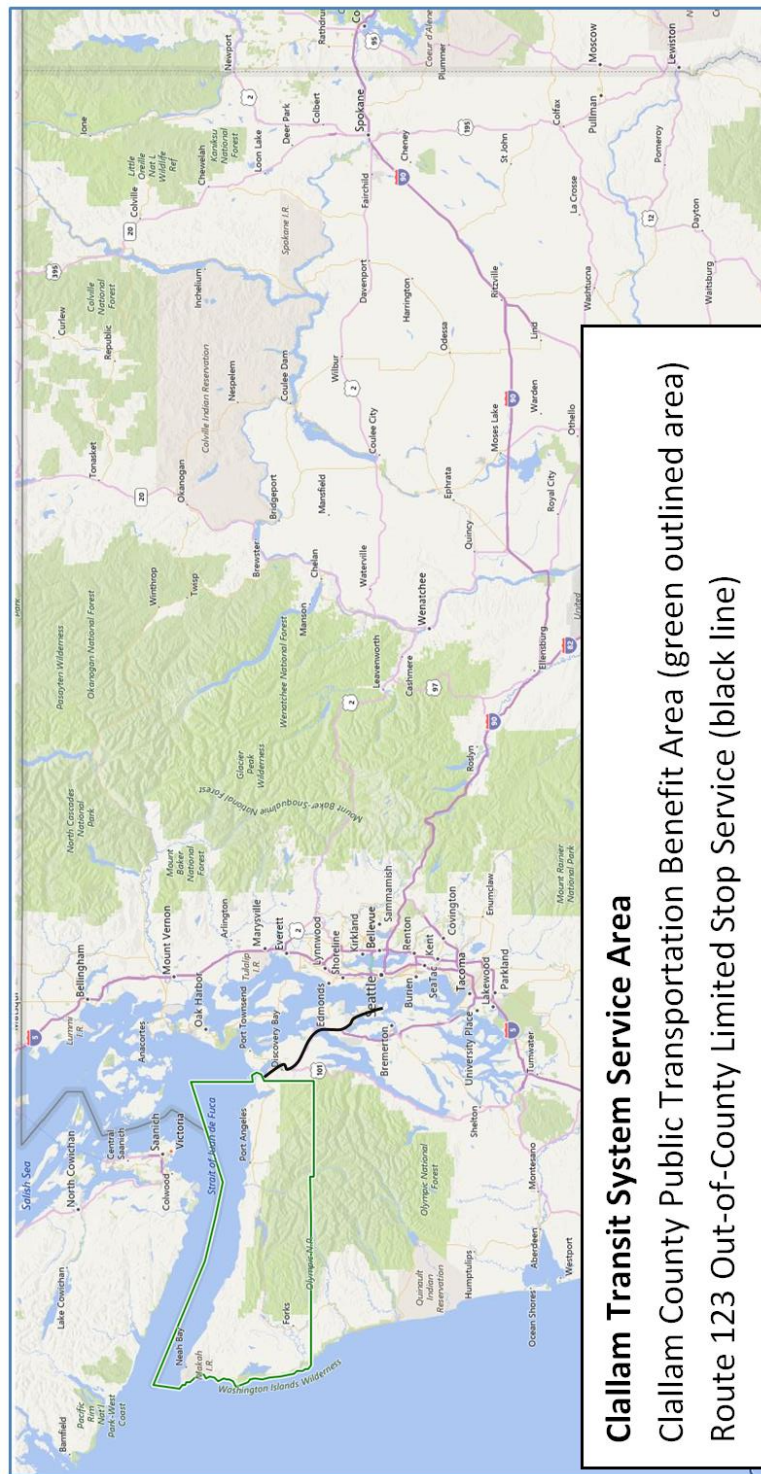
Section 10: Service Data Forecast

(Figures in thousands of units, with the exception of Fatalities and Reportable Injuries)

	2017	2018	2019	2020	2021	2022	2023
Paratransit (projecting ridership and hours increasing at 1% per year)							
Vehicle revenue hours	48	49	49	50	50	50	50
Vehicle hours	50	51	51	52	52	52	52
Vehicle revenue miles	1,032	1,003	1,003	1,013	1,013	1,013	1,013
Vehicle miles	1,071	1,113	1,113	1,124	1,124	1,124	1,124
Passenger trips	705	712	719	726	734	741	748
Fatalities	0	0	0	0	0	0	0
Reportable Injuries	3	0	0	0	0	0	0
Diesel Fuel Consumed	164	163	163	164	164	164	164
Propane Fuel Consumed	9	9	9	9	9	9	9
Paratransit (projecting ridership and hours increasing at 2% per year)							
Vehicle revenue hours	32	32	32	33	34	34	34
Vehicle hours	32	32	32	33	34	34	34
Vehicle revenue miles	403	411	419	428	436	445	454
Vehicle miles	403	411	419	428	436	445	454
Passenger trips	57	58	58	59	59	60	61
Fatalities	0	0	0	0	0	0	0
Reportable Injuries	0	0	0	0	0	0	0
Diesel Fuel Consumed	25	10	10	10	11	11	11
Propane Fuel Consumed	27	63	64	66	67	68	70
Vanpools (projected growth 1% per year for period)							
Vehicle Hours	15	15	15	15	16	16	16
Vehicle miles	569	575	580	586	586	592	592
Passenger trips	91	92	93	94	95	96	97
Fatalities	0	0	0	0	0	0	0
Reportable Injuries	0	0	0	0	0	0	0
Unleaded Fuel Consumed	19	19	19	20	20	20	20

APPENDIX -A**Maps of CTS Service Area and Routes**

Clallam Transit System Service Area (Clallam County, Washington State)

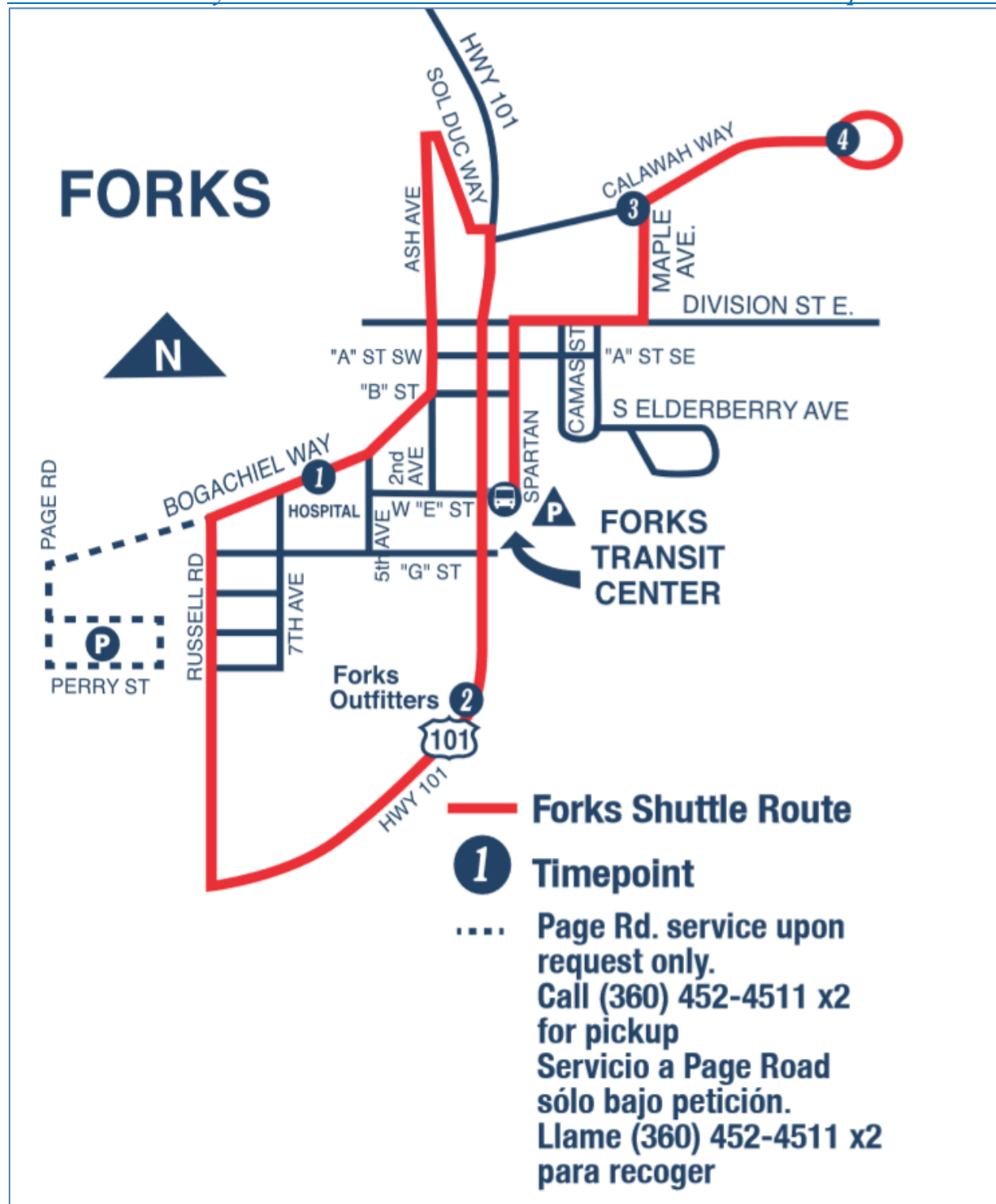


Clallam Transit System Map (North Olympic Peninsula, Washington State)

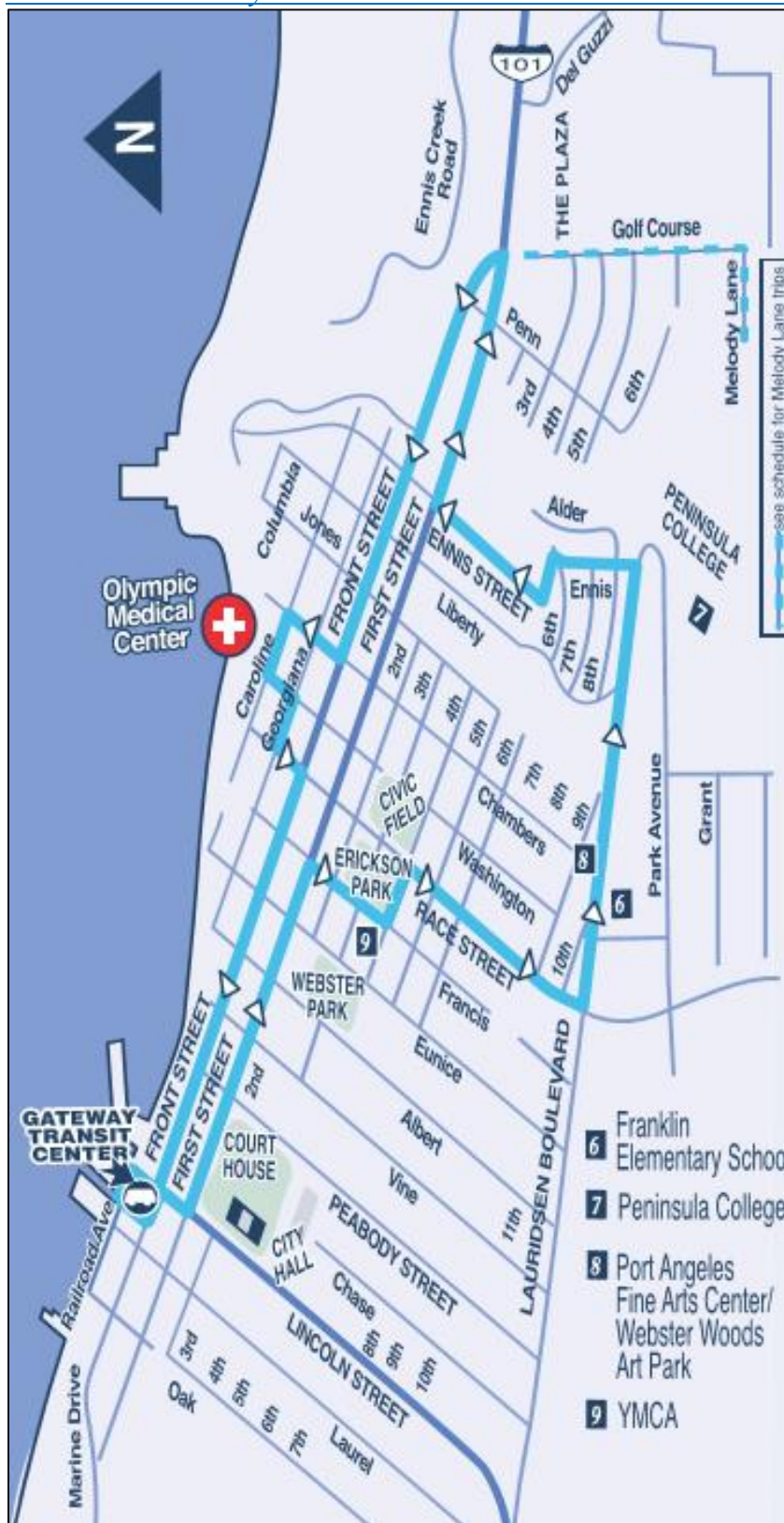


Detailed maps for routes not fully shown on CTS System Map

Map of Route 17 (Forks Shuttle)



Map of Route 20 (College/Medical – Port Angeles)



Map of Route 22 (Lincoln/Peabody – Port Angeles)



Map of Route 24 (Cherry Hill – Port Angeles)



Map of Route 26 (West Side – Port Angeles)



Map of Route 40 (Sequim Shuttle)

